

Central Intelligence Agency



Washington, D.C. 20505

OCA FILE

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22 December 1988

A/C Legislative Liaison
Intelligence Community Staff
Washington, D.C. 20505

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Dear

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Attached is CIA's response to the congressionally directed action on equal employment opportunity group representation in CIA that was requested in the unclassified report accompanying the House version of the Intelligence Authorization Act for FY 1989.

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Sincerely,

Leo Hazlewood
Comptroller

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Enclosure:
As stated

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SUBJECT: CDA - CIA Equal Employment Opportunity Report

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O/Compt/AnG, (22 Dec 1988) (COMPT 88-1961) (AnG # 2697)

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CENTRAL INTELLIGENCE AGENCY
EQUAL EMPLOYMENT OPPORTUNITY REPORT
FY 1988

In the unclassified report accompanying the Intelligence Authorization Act for FY 1989, the House Permanent Select Committee on Intelligence (HPSCI) directed the Central Intelligence Agency to describe the representation of women and minorities at CIA and to propose a plan to rectify by 30 September 1991 any underrepresentation of these Equal Employment Opportunity (EEO) groups. [redacted]

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This report responds to the HPSCI request. It describes EEO group representation in CIA's workforce, recruitment of women and minorities, EEO group grade structure and promotions, and career development opportunities for EEO group members. It also includes FY 1988 EEO group statistics (attachment A) and key portions of a multi-year affirmative employment plan which was adopted by Agency management for FY 1988 through FY 1992 (attachment B). [redacted]

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EEO Group Representation at CIA

At the end of FY 1988, minority employees represented about 11.5 percent of CIA's total full-time workforce [redacted] a figure that is 6.9 percent below the 18.4 percent Civilian Labor Force (CLF) guideline.* White female employees represented 34.4 percent of the total, which is slightly above the 34 percent CLF guideline. [redacted]

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Recruitment of Women and Minorities

During FY 1988, we intensified our efforts to increase the numbers of women and minorities on the professional staff through aggressive recruitment and increased hiring of student interns. Our recruitment efforts were assisted by eight administrators and faculty members from historically Black universities who participated in our summer work program as Summer Fellows. After returning to their campuses, they have encouraged minorities to consider employment at CIA. [redacted]

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CIA participated in recruiting sessions, career fairs, and conventions at 70 high schools and colleges with significant minority populations; sponsored a seminar on career opportunities at CIA Headquarters for minority coordinators from 40 major universities; realigned geographic territories of our Recruitment Activity Centers and appointed four minority recruiters to focus greater attention on minority recruitment; and published a Spanish-language version of our recruitment brochure for the Hispanic Community. [redacted]

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* Minority employees are those identified as Black, Hispanic, Asian/Pacific Islander, or Native American/Alaskan. Previous EEO reports included in minority counts individuals in an "other" category who did not indicate race. [redacted]

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In FY 1988 our student intern programs succeeded in attracting talented female and minority group members for future CIA employment. Of the [] participants in our Student Trainee Program (co-op), 35.5 percent were white females [] or members [] of EEO groups. The Directorate of Operations Career Trainee Intern Program included [] participants, of which [] were white females and [] were minorities. We expect that many of these students will choose CIA careers upon completion of their studies. []

During FY 1988 interest in CIA's two minority-oriented programs increased. Participation in our Minority Undergraduate Studies Program nearly tripled from [] in FY 1987 to [] in FY 1988. Enrollment in our Undergraduate Scholar Program rose from [] in FY 1987 to [] in FY 1988. The Minority Undergraduate Studies Program offers promising minority undergraduates an opportunity to work during summers for the Agency and affords the Agency an opportunity to evaluate potential employees. Students in the Undergraduate Scholar Program receive financial assistance for their undergraduate studies in exchange for an obligation to work for the Agency for a specified period after graduation. Again, we expect that many of them will pursue Agency careers. []

Hiring of Women and Minorities

In FY 1988 the Agency received some [] applications for employment. Thirty-five percent of the applicants were white females and 20 percent were minorities. We hired [] full-time staff employees. Of that number, [] (36.2 percent) were white females and [] (15.7 percent) were minorities. We also converted [] minority student interns and trainees to full-time status, bringing the number of new full-time minority hires to [] or 17.3 percent of FY 1988 new hires. The [] minority hires represent an increase of 2.8 percent over FY 1987 in the ratio of minority to total hires. []

EEO Group Grade Structure and Promotions

A review of the grade structure of the Agency population indicates that white males dominate middle and senior level (GS-12 to GS-15) positions. In FY 1988, white males occupied 75 percent of GS-12 and above positions; white females held 19 percent, and minorities held 6 percent. []

White males also predominated in the Agency's Senior Intelligence Service (SIS) and SIS feeder groups (mainly GS-15s in SIS positions) in FY 1988. Of the [] SIS employees, [] (92 percent) were white males, [] were white females (6 percent), and [] were minorities (2 percent). There was one SIS male who did not indicate race. Of the [] employees in the SIS feeder groups, [] were white males (89 percent), [] were white females (6 percent), and [] were minorities (5 percent). []

Promotion rates for mid- and senior-level grades reflect a similar pattern. For example, of the [] promotions to GS-15 in FY 1988, [] (84 percent) went to white males, [] (11 percent) to white females, and [] (5 percent) to minorities. [] (89 percent) of the []

promotions to and within the SIS ranks went to white males, [] (8 percent) to white females, and [] (3 percent) to minorities. []

Career Advancement Opportunities Available to EEO Groups

The Agency sponsors several internal and external developmental programs to support employees at all stages of their careers. We are striving to ensure the participation of all eligible female and minority employees in these programs. []

Internal Programs

- The Upward Mobility Program offers career advancement opportunities to technical and clerical employees at grades GS-9 and below. Of the [] employees admitted to the program in FY 1988, [] were white males; [] were white females; and [] were minorities.
- The Career Training Program prepares junior professionals and new entry-level hires for long-term Agency careers in science and technology, management and administration, intelligence analysis, and overseas operations. There were [] participants in FY 1988, of whom [] (36 percent) were white females and [] (8 percent) were minorities.
- Management/Leadership Development Training offers courses which prepare mid- to senior-level officers (GS-12 to GS-15) for management and leadership responsibilities. In FY 1988 some [] employees, including [] females (35 percent), attended these courses during the year. We did not record the racial makeup of these participants, but plan to do so in the future.
- Senior Intelligence Service Executive Training consists of a mandatory course for all new SIS officers and a series of elective seminars for SIS officers and selected GS-15s. In FY 1988, [] Agency officers attended these seminars; [] white males (74 percent), [] white females (20 percent), and [] minorities (6 percent). []

External Programs

- External training provides personnel with high potential for long-term, outstanding service with courses and programs at interagency facilities, DoD installations, military war colleges, universities, research institutions, commercial firms, and industrial installations. During FY 1988, some [] Agency employees participated in these programs; [] were white males, [] were white females, and [] were minorities. []

Creating a Better Working Environment for EEO Groups

The Agency continues to sponsor training courses designed to assist managers and employees in creating a better working environment for EEO employees. During FY 1988:

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- Our Urban Awareness Seminar was offered five times. This seminar provided some [] employees with a better understanding of how racial, cultural, and other differences can affect day-to-day working relationships. 25X1
- The Equal Employment Office offered four runnings of the EEO for Managers Course to [] Agency managers. This program focuses on the responsibility of the manager in preventing and correcting problems that lead to discrimination complaints. 25X1
- Our Federal Woman's Program (FWP) sponsored two new courses--Women on the Team and Gender Dynamics--that were attended by some [] employees. These courses teach leaders of both sexes to understand and accommodate gender differences and leadership styles in the work place. [] 25X1
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In addition to the Agencywide programs, the Directorate of Intelligence instituted the requirement for all Directorate managers to participate in multicultural awareness training programs. During FY 1988 three seminars designed to attune senior managers to the value of having a diversified work force were conducted for [] SIS-level managers. In FY 1989 the DI plans to train an additional [] managers. [] 25X1
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A Multi-Year Affirmative Employment Plan

The CIA Office of Equal Employment Opportunity along with management and personnel representatives from each of the Agency's four directorates developed a multi-year affirmative employment plan for the period FY 1988 to FY 1992. The plan incorporates the judgments and goals contained in each of the directorate's plans. It identifies current barriers to hiring and advancement; sets goals for improvement over the next five years; and assigns responsibilities for accomplishing those goals. The plan's key findings and action items in the three major areas of concern to the Committee--recruitment and hiring, employee development, and promotion of members of equal employment opportunity groups--are detailed in attachment B. [] 25X1

Conclusions

In FY 1988, white males continued to dominate in the workforce, the professional ranks, mid-to-senior level grades, and training and career development opportunities. White females, however, have made percentage gains in recent years and now exceed CLF guidelines in all job categories. White females, however, still lag behind in the relative number of promotions, particularly at the higher levels. The percentage of new minority hires increased in FY 1988, but the overall numbers of minority employees in the workforce remained relatively low as did minority representation in the mid-to senior-level grades, SIS-feeder positions, and mid- to senior-level training programs. [] 25X1

We expect that rigorous implementation of our five year affirmative employment plan will correct this imbalance by: (a) increasing the percentage of entry-level female and minority hiring; (b) expanding the number of female

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and minority new hires at grades above GS-11; (c) increasing minority and female representation in management development and other developmental training, on career boards, on assignment and promotion panels, and in trial assignments that offer management and/or advancement opportunities; (d) enlarging minority participation in Agency intern programs; and (e) ensuring that all managers/supervisors attend multicultural/equal opportunity awareness training.

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